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Susan Cohen, City Auditor

February 6, 2003

To: Mayor Greg Nickels, City of Seattle  
Councilmember Richard McIver, Chair, Housing, Human Services & Community  
Development Committee

From: Susan Cohen, City Auditor *SC*

Subject: Office of Housing Staffing Review

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### Conclusions in Brief

A City Council proviso to the adopted 2003 budget directs the Office of City Auditor to review and report on the reasonableness of filling two vacant Office of Housing planning and development positions. Based on our review, we determined that one of the two vacant positions is needed to complete the high-priority, legally mandated, and other well-defined Office of Housing planning, development and program management projects and activities in 2003. The decision to authorize the Office of Housing to fill the second planning and development position is a policy matter for the City Council's consideration. The second position would allow the Office of Housing to maintain staff capacity for non-specific, exploratory assignments and for unanticipated project requests and opportunities.

### Introduction and Background

The Office of City Auditor initiated the review of the Office of Housing planning and development functions in response to a City Council proviso to the adopted 2003 Office of Housing budget. The proviso required the Office of Housing to obtain explicit authorization from the Council before filling two vacant positions. The Council planned to consider the Office of Housing staffing requirements after the completion of an Office of City Auditor staffing review and report. The two positions, a Strategic Advisor 2 (Strategic Advisor) and Senior Community Development Specialist (Community Development Specialist), are currently assigned to the Office of Housing Strategic Planning/Resource and Program Development line of business. The Strategic Planning/Resource and Program Development line of business is responsible for strategic planning as well as program and resource development, including the implementation of the 2002 housing levy, development incentives, revitalization, and homeownership initiatives.

The 2003 Office of Housing adopted budget provides funding for five full-time planning and development positions, including the two vacant positions, in the Strategic Planning/Resource and Program Development unit. The five positions include one Manager 3, two Strategic Advisors, and two Community Development Specialists. Two additional Strategic Advisor

positions, funded in the Multifamily Production and Preservation line of business, also spend a portion of their time on Office of Housing planning and program development activities in the 2003 work program. Appendix 1 displays the Office of Housing work program, including work assignments and expected outcomes for the seven positions included in the review.

In developing its 2003 work program, the Office of Housing thoroughly considered City housing priorities, best practices, and full utilization of its potential planning and development resources. In addition, the Office of Housing work program assignments for the planning and resource development functions emphasize the implementation of the new 2002 housing levy. The \$86 million levy, which includes \$7.2 million (8 percent) for a new Neighborhood Housing Opportunity Program and \$7.8 million (9 percent) for new homeownership initiatives, will fund affordable housing in Seattle during the next seven years.

### **Scope of Staffing Review**

In assessing the requirements and reasonableness of staffing resources for the Office of Housing planning and development functions, we:

- Analyzed the work tasks and outcomes identified by the Office of Housing for its Manager 3 and the four Strategic Advisors and Community Development Specialists assigned to the Strategic Planning/Resource and Program Development line of business, and analyzed the work tasks and outcomes for the two Strategic Advisor positions in the Multifamily Production and Preservation line of business.
- Conducted interviews with Office of Housing management, former and current Office of Housing planning and development staff, Department of Finance personnel, and other City managers and staff who are knowledgeable about housing, planning, or community and resource development functions.
- Reviewed sample reports, legislation, policy and program analyses, requests for proposals, presentation documents, marketing materials, and other work products developed by the Strategic Advisors and Community Development Specialists assigned to planning and resource development functions.

Office of City Auditor and Office of Housing personnel also surveyed other jurisdictions to identify the number of planning and development staff allocated to comparable housing functions. Due to the broad range of planning and development activities performed by various housing agencies, it was impossible to assess the comparability of staffing in other municipalities based on the information provided.

Because the Office of Housing does not maintain a project management or recordkeeping system for tracking staff hours committed to planning and development project assignments, we were also unable to assess the reasonableness of the staffing allocations identified in the Office of Housing's 2003 work program on the basis of past practices. However, the Office of Housing prepared information and documentation of planning and development work products and

activities, as described in the third bullet above, which we reviewed in conjunction with the 2003 planning and development work program.

## **Observations**

The Office of Housing developed the attached 2003 work program for its planning and development staff in December 2002 and January 2003. Despite a compressed timeframe due to the concurrent January 31st deadline for development of the new 2002 Housing Levy Administrative and Financial Plan and other deadlines, the Office of Housing developed a work program that thoroughly considered City housing priorities, best practices and full utilization of its potential planning and development resources. It is noteworthy that the Office of Housing was able to ensure that important elements from each of the projects and activities identified in its 2002 work program were continued in the 2003 work program, because the Strategic Planning/Resource and Program Development line of business was reduced from eight to five positions (including the two vacant positions).<sup>1</sup> If the Council determines that all the projects and activities identified in the 2003 work program are essential, the Office of Housing will require all five staff in this line of business to implement the work program as well as the two Strategic Advisors in the Multifamily Production and Preservation line of business.

A summary of the Office of Housing 2003 work program for the seven positions analyzed is provided in Appendix 2. The summary contains 65 discrete planning and development activities, along with associated project risks and priorities, staffing requirements and costs. Forty-eight (48 or 74 percent) of the 65 activities assigned to the planning and development personnel are legislatively mandated, required for levy implementation, or required by the funding source. Forty-one (41 or 63 percent) of the 65 planning and development activities focus specifically on levy implementation. Many of these activities included in the 2003 work program were initiated during the implementation of the prior housing levy and are carried forward from the 2002 Office of Housing work program.

Based on the Office of Housing's planned distribution of levy-related work program activities, all five Strategic Planning/Resource and Program Development positions and a portion of one Strategic Advisor in the Multifamily Production and Preservation lines of business are needed to implement the levy. The remaining Strategic Advisor position in the Multifamily Production and Preservation line of business is fully utilized on the continued development and implementation of the Sound Families Initiative funded by the Gates Foundation.

The 2003 work program summary emphasizes Office of Housing management's interest in ensuring the effective implementation of the 2002 housing levy, including the new homeownership initiatives and the Neighborhood Housing Opportunity Program. The Office of Housing considers all but ten of the 40 work tasks assigned to the Strategic Planning/Resource and Program Development line of business to be crucial to the implementation of the 2002 levy.

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<sup>1</sup>Three Planning and Development Specialist II positions were abrogated at the end of 2002.

Exhibit 1 below identifies eight important work tasks associated with the levy implementation and homeownership initiatives that were extracted from the 2003 work program.

<b>EXHIBIT 1</b> <b>Staffing Resources Allocated For Levy and Homeownership</b> <b>Program and Development Activities</b>				
WORK TASKS	STAFF ASSIGNED	TYPE OF ACTIVITY	2003 COST	FTE
Overall coordination of Levy Administrative and Financial Plan; complete the Neighborhood Housing Opportunities Program section of the Plan; and related policy development and coordination	Manager 3	Policy Development	\$30,666	.25
Complete homeownership section of the Levy Administrative and Financial Plan	Strategic Advisor 2	Policy Development	\$20,922	.25
Identify new programs and resources for Seattle with Washington State Housing Finance Commission and lenders	Strategic Advisor 2	Program and Resource Development	\$25,106	.30
Assist in developing remedial loan products for predatory lending	Strategic Advisor 2	Marketing and Implementation	\$12,553	.15
Outreach to potential buyers in private developments and in HOPE 6 units to support homeownership opportunities	Strategic Advisor 2	Program and Resource Development	\$8,368	.10
Pursuing affordable housing strategies and interventions in business district revitalization areas and other targeted neighborhoods	Vacant Strategic Advisor 2	Community Development	\$22,732	.25
Housing Levy Oversight Committee staff support	Vacant Community Development Specialist, Sr.	Policy Support	\$16,405	.20
Evaluate potential for homebuyer lease/purchase program development	Vacant Community Development Specialist, Sr.	Program Development	\$8,202	.10
<b>Total Resources:</b>			<b>\$144,954</b>	<b>1.60</b>
Note: The 2003 cost data is based on the 2003 salary and benefit costs for the assigned Office of Housing planning and development personnel. Source: Office of Housing, January 2003.				

The Office of Housing has committed 1.60 full-time equivalent (FTE) positions to the important levy planning and policy, program and resource development tasks identified in Exhibit 1. The 1.60 FTE includes capacity to develop the new levy initiatives, including homeownership and neighborhood housing programs.

However, due to the general nature of the activity descriptions and past program performance issues, we were unable to confirm that some of the other work tasks identified in the Office of Housing work program were crucial to the levy implementation, or required by City or funding source mandates. Exhibits 2.1 through 2.4 below display the work tasks in question along with the type of activity and projected staffing requirements and costs.

EXHIBIT 2.1 Office of Housing Policy and Staffing Considerations				
WORK TASKS	STAFF ASSIGNED	TYPE OF ACTIVITY	2003 COST	FTE
<b>Policy, Program, and Resource Development Capacity</b>				
Create new leveraging resources and two new programs in 2003	Manager 3	Management	\$24,533	.20
New credit enhancement program development	Vacant Community Development Specialist, Sr.	Program Development	\$8,202	.10
Explore new program ideas such as market tax credit	Vacant Strategic Advisor 2	Program Development	\$4,546	.05
Explore new program tools and resources such as Federal Home Loan Bank Capital Improvement Program	Vacant Strategic Advisor 2	Program and Resource Development	\$4,546	.05
Advise on City homelessness as issues arise	Multifamily Strategic Advisor 2	Policy Development	\$9,067	.10
<b>Total Resources:</b>			<b>\$50,894</b>	<b>0.50</b>

The above work tasks, which require 0.50 FTE, were incorporated into the 2003 work program to maintain the Office of Housing's capacity to explore new program initiatives as well as pursue new policy and resource development opportunities that may be beneficial in implementing the levy. The Office of Housing indicated that resource development efforts are particularly critical to the successful implementation of the levy due to limited leveraging sources. As noted in Exhibit 1 above, the Office of Housing work program already provides the equivalent of 1.60 full-time positions for new levy implementation activities, and additional time is factored into the FTE allocations for many other work tasks that would allow the Office of Housing to pursue other housing resources and respond to unanticipated requests from City decision makers. The Council may want to consider whether it is interested in maintaining staff capacity beyond the 1.60 FTE allocation shown in Exhibit 1 for additional exploratory program, resource and policy development efforts.

Exhibit 2.2 below displays a 0.40 FTE staffing allocation for the Office of Housing multifamily tax exemption program in 2003.

EXHIBIT 2.2 Office of Housing Policy and Staffing Considerations				
WORK TASKS	STAFF ASSIGNED	TYPE OF ACTIVITY	2003 COST	FTE
<b>Multifamily Tax Exemption Program</b>				
New policy and program development	Vacant Community Development Specialist, Sr.	Program Development	\$16,405	.20
Project administration	Vacant Community Development Specialist, Sr.	Implementation	\$16,405	.20
<b>Total Resources:</b>			<b>\$32,810</b>	<b>0.40</b>

The multifamily tax exemption program, which expired at the end of 2002, provided tax exemptions to developers to stimulate new construction of multifamily housing in targeted neighborhoods. Since program inception, 483 housing units have been constructed and certified as tax-exempt. However, the Council raised concerns about whether the tax exempt certification should be extended to private as well as non-profit developers, since for-profit developers may have constructed new housing properties without the exemption. The Office of Housing is currently preparing an evaluation of the tax exemption program as of year-end 2002, which will be transmitted to the Council along with a mayoral proposal to amend and reestablish the program in 2003. The Council may want to consider whether it will reestablish this program in 2003. If the Council determines that renewed planning and development efforts are not necessary for this program in 2003, the FTE requirements may be substantially reduced to staff only the Council-mandated 2002 multifamily tax exemption program evaluation.

As displayed in Exhibit 2.3 below, the Office of Housing has also committed 0.45 FTE to two Office of Housing programs (three activities) that may not immediately benefit the City.

EXHIBIT 2.3 Office of Housing Policy and Staffing Considerations				
WORK TASKS	STAFF ASSIGNED	TYPE OF ACTIVITY	2003 COST	FTE
<b>Multifamily Rehabilitation Loan Program and Transit-Oriented Development</b>				
Multifamily rehabilitation loan program assessment	Multifamily Strategic Advisor 2	Evaluation	\$4,458	.05
Multifamily rehabilitation loan program marketing and working with owners	Multifamily Strategic Advisor 2	Marketing and Implementation	\$22,288	.25
Housing input to transit planning agencies on transit-oriented development	Multifamily Strategic Advisor 2	Policy Development	\$13,373	.15
<b>Total Resources:</b>			<b>\$40,119</b>	<b>0.45</b>

Based on performance during its first year of implementation, the multifamily rehabilitation loan program was not effective in encouraging property owners in the International District and Pioneer Square to redevelop vacant or earthquake-damaged properties to provide new housing units. Only one application for the loan program is pending, and none have been approved to date. The Office of Housing indicated that the lack of developer interest is due to the slow downtown rental market and complexities in working with owner associations, rather than individual developers, in the International District. In addition, transit-oriented development programs generally succeed rather than precede the development of transit properties. The Council may want to consider whether it is interested in investing additional funds in planning and development functions that may not provide immediate benefits to the Seattle community.

Finally, Exhibit 2.4 below displays miscellaneous activities identified in the Office of Housing work program that could potentially be reassigned to other Office of Housing personnel or other City departments so that staffing resources appropriated in 2003 could be reallocated to higher priority housing planning and development activities. The capacity for other Office of Housing divisions or other City departments to absorb this work would need to be considered.

EXHIBIT 2.4 Office of Housing Policy and Staffing Considerations				
WORK TASKS	STAFF ASSIGNED	TYPE OF ACTIVITY	2003 COST	FTE
<b>Additional Policy and Staffing Considerations</b>				
Mapping boundaries in economically distressed areas	Vacant Strategic Advisor 2	Community Development	\$9,093	.10
2000 census data review focusing on housing implication for the Consolidated Plan and other housing policies	Vacant Comm. Development Specialist, Sr.	Data Gathering and Analysis	\$16,405	.20
Continue to promote employer-assisted housing and create marketing plan for Hometown Home Loan and Location Efficient Mortgage programs	Multifamily Strategic Advisor 2	Marketing and Implementation	\$13,373	.15
<b>Total Resources:</b>			<b>\$38,871</b>	<b>0.45</b>

As shown in Exhibit 2.4, the Office of Housing has committed 0.45 FTE to miscellaneous planning and development activities, which are allocated among two Strategic Advisors and a Community Development Specialist. We questioned whether staffing allocations of 0.10 FTE for mapping boundaries and 0.20 FTE for census review were reasonable since the Department of Design, Construction and Land Use is responsible for providing City mapping services and analyzing census data for City decision makers. We also questioned whether marketing efforts for the employer-assisted housing programs could be reassigned to the Office of Housing communications staff so that its planning and development personnel could be reallocated to higher priority planning and resource development activities. Due to the timeframe established for our review, we were unable to determine what portion of this workload needed to be

performed by high-level Office of Housing personnel versus other Office of Housing and City department personnel. The Council may want to consider whether these functions could be transferred to more appropriate Office of Housing or other City agency personnel to ensure efficient utilization of the existing planning and development staffing resources.

### **Potential Use of Housing Consultants**

During the staffing review, we also asked the Office of Housing to determine whether consultants could be retained to complete select planning and development projects. The Office of Housing's criteria for the selection of potential consultant projects, consistent with the City's consultant policy and its internal practices, included "one-time" projects that are straightforward, and involve clear tasks and outcomes; projects that require specialized expertise or minimal supervision; and projects that could be transferred readily to Office of Housing personnel for necessary follow-up activities. According to the Office of Housing, only four projects met the criteria: a portion of the homeownership section of the Administrative and Financial Plan; the background report for the Special Objective Area Review Project; data requests from the City Council and other City departments; and the Fair Housing Section of the 2004 Consolidated Plan Housing element. These projects did not have an appreciable impact on the Office of Housing planning and development workload or staffing requirements. Given the timeframe established for our review and the existing opportunity to maximize in-house staffing, we did not pursue further identification of additional projects that could be completed effectively by consultants.

### **General Conclusions and Summary**

Based upon our analysis, we determined that six full-time positions are necessary to complete the high-priority, legally mandated, and other well-defined Office of Housing planning, development and program management projects and activities. This includes four full-time positions in the Strategic Planning/Resource and Program Development line of business, and two Strategic Advisors in the Multifamily Production and Preservation line of business. We were unable to determine whether a seventh full-time position was justified, however, because the work program also contains staffing requirements for more general or unspecified tasks (e.g., "consider one additional program [at] Council or Mayoral request"), and tasks associated with projects that may not be critical or timely (e.g., the multifamily rehabilitation loan program or "explore Washington State tax increment financing") based on past program performance and current economic conditions. The decision to fund a seventh planning and development position to maintain staff capacity for non-specific, exploratory assignments or for unanticipated projects is a policy matter for the City Council's consideration. All seven planning and development personnel are required if the Council determines that the 2003 work program should be fully implemented, or if the Council anticipates increased demand for planning and development services that are not currently considered in the 2003 work program.



We appreciate the excellent cooperation and collaborative efforts of the Office of Housing management and staff during the review process. If you have any questions or comments, please contact Susan Cohen (233-1093), Susan Baugh (684-3431) or Wendy Soo Hoo (615-1117).

SC:SB:WSH:tlb

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Attachments: Appendix 1 – Office of Housing 2003 Work Program  
Appendix 2 – Office of Housing Strategic Planning Resource & Program  
Development Lines of Business Risk Matrix

**APPENDIX 1**  
**OFFICE OF HOUSING 2003 WORK PROGRAM**

The Office of Housing 2003 work program for its planning and development personnel is shown below in a seven-page (one-page-per-staff) format. The heading on each page identified the line of business, major area of responsibility and title of position.

<b>Strategic Planning/Resource and Program Development Line of Business</b>		
<b>Direct Strategic Planning/Resource and Program Development Division</b>		<b>Manager 3</b>
<b>OUTCOMES</b>	<b>WORK TASKS</b>	<b>FTE</b>
<b>Leadership, Direction, and Supervision</b> <ul style="list-style-type: none"> <li>Completion of all 2003 outcomes for the division</li> <li>Complete staff performance evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Direction in helping staff to identify day-to-day activities needed to produce outcomes</li> <li>Leadership/direction in identifying most productive use of staff time to produce strategic and significant results</li> <li>Leadership in turning the Mayor's priorities into measurable results/outcomes</li> <li>Leadership in ensuring staff is fully responsive to Council requests</li> <li>Conduct evaluations and ensure staff have resources, direction, training needed to produce outcomes</li> </ul>	<b>0.45</b>
<b>Direct City Legislation</b> <ul style="list-style-type: none"> <li>Ensure legislation is approved by City Council in 2003</li> </ul>	<ul style="list-style-type: none"> <li>Ensure processing protocols are followed</li> <li>Ensure City Council requests are fully addressed</li> <li>Work with Council staff to schedule activity pipeline</li> <li>Ensure follow-up activity is monitored and completed</li> </ul>	<b>0.10</b>
<b>Strategic Planning</b> <ul style="list-style-type: none"> <li>Policy development and ensuring consistent outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Overall coordination of Levy Administrative and Financial (A and F) Plan, due to Council by January 31; all responses to Resolution 30841 prepared and delivered to Council</li> <li>Coordinate Levy A and F Plan stakeholder review process</li> <li>Coordinate Mayor review of and responses to City Council questions on the Levy A and F Plan</li> <li>Ensure policy consistency between Levy, Consolidated Plan, and Comprehensive Plan</li> </ul>	<b>0.25</b>
<ul style="list-style-type: none"> <li>Complete Neighborhood Housing Opportunity Program (NHOP) section of the Administrative and Financial Plan</li> </ul>	<ul style="list-style-type: none"> <li>Write draft of section; respond to questions and make adjustments</li> <li>Identify policy issues and recommendations</li> </ul>	
<b>Resource and Program Development</b> <ul style="list-style-type: none"> <li>Create new leveraging resources and two new programs in 2003</li> </ul>	<ul style="list-style-type: none"> <li>Identify leveraging opportunities and direct follow-up work to access funding</li> <li>Follow-up on new program initiatives identified during the Levy development process; explore concept and pursue next steps as appropriate</li> </ul>	<b>0.20</b>
Source: Office of Housing, January 2003.		

<b>Strategic Planning/Resource and Program Development Line of Business</b>		
<b>Resource and Program Development: Homeownership Lead</b>		<b>Strategic Advisor 2</b>
<b>OUTCOMES</b>	<b>WORK TASKS</b>	<b>FTE</b>
<b>Levy Administrative and Financial Plan Homeownership Section</b> <ul style="list-style-type: none"> <li>Complete final section, due to City Council January 31, 2003</li> <li>Complete Levy Homeownership Program Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>Resolve issues of geographic targeting, loan limits, anti-windfall protections/loan terms, education standards</li> <li>Respond to City Council requests for information</li> <li>Complete report and present to City Council</li> </ul>	<b>0.25</b>
<b>Program and Resource Development to Grow City Homeownership Program</b> <ul style="list-style-type: none"> <li>Identify at least two new program options and implement them</li> </ul>	<ul style="list-style-type: none"> <li>Identify high priority programs, such as combining Washington State Housing Finance Commission and City funding in a low-interest loan or downpayment assistance program and combining downpayment assistance and rehabilitation funds in economically distressed areas.</li> <li>Work with partners to develop programs, including guidelines, marketing strategies, and City legislation.</li> <li>Incorporate new options into Homeownership NOFA.</li> </ul>	<b>0.30</b>
<b>Complete HomeSight Agreements</b> <ul style="list-style-type: none"> <li>Federal Home Loan Bank reallocation of HomeStart funds as match for Levy funding</li> <li>HomeSight master loan agreement and loan transfer</li> <li>HomeSight education and counseling contract</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to agreements between Federal Home Loan Bank, HomeSight, and participating lenders.</li> <li>Contribute to completion of Office of Housing agreements implementing fall 2002 City Council legislation.</li> <li>Negotiate goals and outcomes with HomeSight. Monitor contract and respond to issues raised by HomeSight.</li> </ul>	<b>0.10</b>
<b>Predatory Lending</b> <ul style="list-style-type: none"> <li>Develop outreach and financial assistance to home owners who are victims of predatory lending</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to Coalition for Responsible Lending educational, research and remedial loan product efforts. Work with Office for Civil Rights, Community Home Ownership Center, Freddie Mac, and other financial institutions to provide remedial resources for victims.</li> <li>Administer the Freddie Mac grant.</li> <li>Assist with Don't Borrow Trouble campaign press event.</li> </ul>	<b>0.15</b>
<b>Outreach to Potential Homebuyers</b> <ul style="list-style-type: none"> <li>Create way for private developers to promote first-time homebuyer opportunities in mixed-income projects</li> <li>Create way for HOPE 6 property developers to use resources to support homebuyer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Develop program models combining HOME funding with tax exemption program funding in eligible areas</li> <li>Prepare marketing materials and conduct outreach through industry contacts</li> <li>Work with Seattle Housing Authority to identify strategies to achieve outcomes; work with developers of homeownership units to access program funding</li> </ul>	<b>0.10</b> 0.05  0.05
<b>State Legislative Coordination and Advocacy</b> <ul style="list-style-type: none"> <li>Advance the City's State legislative agenda for housing</li> </ul>	<ul style="list-style-type: none"> <li>Develop proposed housing priorities for the City's State legislative agenda, (e.g., condominium liability reform).</li> <li>Participate with statewide organizations to maintain funding support for housing and advance City priorities through a coordinated statewide housing agenda.</li> </ul>	<b>0.10</b>

Strategic Planning/Resource and Program Development Line of Business		
Resource and Program Development: Incentive Programs		Vacant Comm. Dev. Spec. Senior
OUTCOMES	WORK TASKS	FTE
<b>Multifamily Tax Exemption Program</b> <ul style="list-style-type: none"> <li>Policy and program development – evaluation report and ordinance for Council approval to extend program</li> <li>Project administration, including review and forwarding of five new projects to Council for approval, and final certification of five previously approved projects</li> <li>Completion of procedures manual</li> <li>Program projects added to database</li> <li>Program marketing strategy and update of marketing materials</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation report to City Council in January</li> <li>Resolution setting the date for the public hearing to Council in February</li> <li>Ordinance to Council in March</li> </ul>	<b>0.40</b> 0.20  0.20
<b>Trade Development Rights and Bonus Programs</b> <ul style="list-style-type: none"> <li>Phase 1 Director Rules</li> <li>TDR Bank Options Paper</li> <li>Recommendations to City Council on Bonus Program Cash contribution</li> <li>Identify program requirements for two major, new downtown office buildings</li> <li>Phase 2 outcomes as determined by Mayor and City Council</li> <li>Ordinance approving First Hill High Rise Code amendments</li> </ul>	<ul style="list-style-type: none"> <li>Work with DCLU and HSD to complete new program Rules (lead role in drafting)</li> <li>Response to Resolution 30382</li> <li>Long and short term goals and options for program</li> <li>Response to Resolution 30383</li> <li>Recommendations on contribution level relating to downtown's Land Use Code section for Bonus Program</li> <li>Sizable contribution possible from new Washington Mutual tower; work with Washington Mutual and developer to explain program requirements and assist in determining how to respond to program options</li> <li>Work with DCLU and OPM to identify options and develop ordinance on Phase 2</li> <li>Work with DCLU on amendments to First Hill housing bonus requirement in the Land Use Code</li> </ul>	<b>0.30</b>
<b>New Program Development</b> <ul style="list-style-type: none"> <li>Credit enhancement ordinance to City Council</li> <li>Homeownership lease-purchase program</li> <li>One additional program at Council or Mayoral request</li> </ul>	<ul style="list-style-type: none"> <li>Consider replicating King County's Credit Enhancement Program, which would provide additional City assistance that does not require direct funding</li> <li>Consider alternative approaches; identify options for decision makers</li> <li>Explore and evaluate possible program models</li> <li>Identify alternatives and review findings with Council</li> <li>Explore and evaluate possible program models</li> <li>Identify alternatives and review findings with Council</li> </ul>	<b>0.20</b>
<b>Center City Incentives Program Feasibility</b> <ul style="list-style-type: none"> <li>Follow up on strategies identified in Center City Incentives Report presented to City Council in response to Resolution #30349</li> </ul>	<ul style="list-style-type: none"> <li>Capitol Hill zoning studies along Broadway</li> <li>First Hill Bonus Program revisions</li> <li>South Lake Union zoning studies</li> <li>International District zoning changes, east of Interstate 5</li> </ul>	<b>0.10</b>

<b>Strategic Planning/Resource and Program Development Line of Business</b>		
<b>Resource and Program Development: Community Development Targeting</b>		<b>Vacant Strategic Advisor 2</b>
<b>OUTCOMES</b>	<b>WORK TASKS</b>	<b>FTE</b>
<b>Targeting Resources in Economically Distressed Communities</b> <ul style="list-style-type: none"> <li>Map showing areas; backup data in support of areas shown on map</li> <li>Identify housing strategies and options for program targeting in geographic areas; action plan determined after feedback</li> <li>Housing element work program for business district revitalization and other targeted areas (identifying housing strategies in University District, Broadway, Pioneer Square, Central Area)</li> <li>Anti-Displacement Handbook</li> <li>Outline strategies in Southeast Seattle related to new Community Development Fund</li> </ul>	<ul style="list-style-type: none"> <li>Analyze census and market data; in addition to other targeting strategies underway in the City</li> <li>Complete work for Administrative and Financial Plan</li> <li>Survey other cities/best practices and approaches</li> <li>Identify possible targeting options for decision-makers</li> <li>Focus on historically distressed communities</li> <li>Include anti-displacement strategies for gentrifying areas</li> <li>University District - use marketing study to determine strategies/interventions</li> <li>Pioneer Square - work with community groups and developers to identify strategies; work with Vulcan to assess development potential and timelines; begin process to surplus the Alaska Building</li> <li>Central Area - actively seek NHOP opportunities; market programs; identify anti-displacement strategies and write handbook for use in helping residents understand resources available; work with DON on key housing strategies in Central Area Neighborhood Plan</li> <li>Work with Southeast community leaders to develop new Community Development Fund that addresses housing issues and opportunities</li> </ul>	<b>0.55</b>
<b>Special Objective Area Review (Resolution #30841)</b> <ul style="list-style-type: none"> <li>Proposed new section of 2003 Consolidated Plan</li> </ul>	<ul style="list-style-type: none"> <li>Background information, approach and schedule reviewed with Mayor (January 2003)</li> <li>Background materials prepared for community review</li> <li>Community meetings held</li> <li>Alternatives prepared for Mayor and Council review</li> <li>Proposals submitted to Council</li> </ul>	<b>0.20</b>
<b>Seattle Housing Authority HOPE 6 Support</b> <ul style="list-style-type: none"> <li>Holly Park Annual Reports</li> <li>Rainier Vista Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>Transmit reports to Council</li> </ul>	<b>0.05</b>
<b>Program Development</b> <ul style="list-style-type: none"> <li>Explore new program tools for use in revitalizing target areas</li> <li>Latecomers Ordinance on Noji Gardens</li> </ul>	<ul style="list-style-type: none"> <li>Explore possible new program ideas identified during Levy development: including new market tax credit as a potential tool; FHLB CIP program to leverage City funding for community development; State TIF program</li> <li>Discussion new program concepts with other partners; identify options, costs and benefits; and review with decision-makers, along with possible legislation</li> <li>Prepare legislation for Noji Gardens project; coordinate with other City departments to implement; legislation will be considered in 2003</li> <li>Consider value of additional legislation</li> </ul>	<b>0.20</b> 0.10  0.10

<b>Strategic Planning/Resource and Program Development Line of Business</b>		
<b>Strategic Planning: HUD Mandates, Data Management, and Analysis</b>		<b>Vacant Comm. Dev. Spec. Senior</b>
<b>OUTCOMES</b>	<b>WORK TASKS</b>	<b>FTE</b>
<b>Consolidated Plan</b> <ul style="list-style-type: none"> <li>Complete housing element of 2003 Consolidated Plan</li> <li>Update and complete housing element of 2004 Consolidated Plan</li> </ul>	<ul style="list-style-type: none"> <li>Update and complete narrative for Housing Element (January 2003)</li> <li>Update capital plan, data sections, and policy and strategy sections; review draft and finalize (June through August 2003)</li> <li>Update the Fair Housing section of 2004 Consolidated Plan (complete by August 2003)</li> </ul>	<b>0.25</b>
<b>HUD- and Other Agency-Required Status Reports</b> <ul style="list-style-type: none"> <li>Complete CAPERS</li> <li>Prepare 50 Consolidated Plan consistency letters</li> <li>2003 update of Dispersion Database</li> <li>Complete subsidized housing inventory for King County Benchmarks Report</li> </ul>	<ul style="list-style-type: none"> <li>Research status of programs and projects---prepare charts and narrative to respond to HUD requirements</li> <li>Other funding agencies will request letters; estimate based on 50 provided in 2002</li> <li>Contact government agencies to inventory subsidized housing activity since last update; use data and Office of Housing data to create new baseline for use in 2004 (December 2003)</li> </ul>	<b>0.15</b>
<b>Census Data Review</b> <ul style="list-style-type: none"> <li>Report on key census findings and implications for housing program implementation</li> </ul>	<ul style="list-style-type: none"> <li>Outline report and review with “stakeholders” to ensure it addresses concerns</li> <li>Identify data and information to request from City Demographer; work with Demographer</li> <li>Prepare report that includes key data, analyzes the data for review, presents implications for program (May 2003)</li> </ul>	<b>0.20</b>
<b>Data Requests</b> <ul style="list-style-type: none"> <li>Provide information on City programs at the request of other jurisdictions</li> <li>Provide data at request of City Council and other City departments</li> </ul>	<ul style="list-style-type: none"> <li>Anticipated 20 requests for data by e-mail and surveys (based on 20 requests received in 2002)</li> <li>Data relating to policy or program reviews</li> <li>Data to assist in program development</li> </ul>	<b>0.15</b>
<b>Housing Levy Oversight Committee Staff Support</b> <ul style="list-style-type: none"> <li>2002 Levy Committee will be confirmed and meet throughout 2003</li> <li>Ensure committee understands 2002 Levy policies and guidelines</li> <li>Committee will determine oversight scope and work program</li> <li>Produce 1995 Levy “close-out” production report; produce 2 2002 levy production reports in 2003</li> </ul>	<ul style="list-style-type: none"> <li>Conduct transition activities with “old” and “new” committees</li> <li>Staff six meetings in 2003</li> <li>Develop production report format for new Levy and produce reports at frequency determined by Committee (two reports estimated for 2003)</li> </ul>	<b>0.20</b>
<b>1994-2014 Comprehensive Plan Mid-Point Review</b> <ul style="list-style-type: none"> <li>Provide requested information to DCLU</li> </ul>	<ul style="list-style-type: none"> <li>Office of Housing will assist DCLU to update Comprehensive Plan appendices and address policy issues</li> </ul>	<b>0.05</b>

<b>Multifamily Production and Preservation Line of Business</b>		
<b>Sound Families Initiative, and Homelessness and Supportive Housing Issues</b>		<b>Strategic Advisor 2</b>
<b>OUTCOMES</b>	<b>WORK TASKS</b>	<b>FTE</b>
<b>Sound Families Initiative Application</b> <ul style="list-style-type: none"> <li>Disburse funds through Spring and Fall Sound Families funding application process</li> </ul>	<ul style="list-style-type: none"> <li>Supervise Spring and Fall reviews of applications from throughout Pierce, King and Snohomish counties.</li> <li>Coordinate with Gates Foundation on daily administration, project information, communication with donors, award letters, etc.</li> <li>Coordinate Sound Families Steering and Review Committees activities (e.g., governance, policy and application review)</li> </ul>	<b>0.50</b>
<b>Sound Families Outreach Strategy</b> <ul style="list-style-type: none"> <li>Bring in new service and housing partners in providing supportive housing for homeless families.</li> <li>Organize Gates Foundation-sponsored, regional housing conference.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Gates Foundation public affairs on press and media contacts.</li> <li>Establish agenda, book speakers, organize workshops for March conference.</li> <li>Work with Common Ground to provide technical assistance to new applicants.</li> <li>Attend regional continuum of care meetings.</li> </ul>	<b>0.10</b>
<b>Sound Families/Public Housing Authority Funding Coordination</b> <ul style="list-style-type: none"> <li>Implement Project Base Section 8 strategy with seven partner, housing authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Meet with the seven public housing authority executive directors; maintain agreements</li> <li>Development of policies regarding specific project issues (e.g., faith-based organizations)</li> <li>Coordinate with HUD on Section 8 regulatory issues.</li> </ul>	<b>0.10</b>
<b>Sound Families/State DSHS Funding Coordination</b> <ul style="list-style-type: none"> <li>Develop plan to utilize TANF or other state funds for project-based services</li> </ul>	<ul style="list-style-type: none"> <li>Manage consultant work on TANF-specific research</li> <li>Develop plan with Governor's office</li> </ul>	<b>0.10</b>
<b>Supportive Housing Funding</b> <ul style="list-style-type: none"> <li>Review funding applications for special need projects (other than Sound Families)</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide input to Multifamily lending staff on other supportive housing applications for Office of Housing NOFA funds</li> </ul>	<b>0.10</b>
<b>Policy Analysis on Homelessness</b> <ul style="list-style-type: none"> <li>Advise the Mayor's Office on housing for the homeless as specific issues arise.</li> </ul>	<ul style="list-style-type: none"> <li>Example of policy issues reviewed: Tent City</li> <li>Assist in the creation of supportive housing funding group</li> </ul>	<b>0.10</b>

<b>Multifamily Production and Preservation Line of Business</b>		
<b>Resource and Program Development; Property Disposition; Multifamily Rehabilitation Loan Program; Employer-Assisted Housing</b>		<b>Strategic Advisor 2</b>
<b>OUTCOMES</b>	<b>WORK TASKS</b>	<b>FTE</b>
<b>Multifamily Rehabilitation Loan Program</b> <ul style="list-style-type: none"> <li>Administer existing program in Pioneer Square and Chinatown/International District neighborhoods</li> <li>Identify at least two major projects for program participation.</li> <li>Prepare annual program status report to present to City Council</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and outreach to developers and owners.</li> <li>Assist potential applicants in conducting initial feasibility analysis, including review of available financing and incentives.</li> <li>Assist applicants in preparing application package.</li> <li>Coordinate activities of Washington State Housing Finance Commission, Office of Housing Underwriter, and Wells Fargo.</li> <li>Provide recommendations for improvements.</li> <li>Consider expanding the program to other communities.</li> </ul>	<b>0.30</b>  0.25    0.05
<b>Property Disposition</b> <ul style="list-style-type: none"> <li>Dispose of I-90 surplus properties</li> <li>Dispose of Yesler/Atlantic urban renewal properties</li> <li>Dispose of SCL surplus substations</li> <li>Dispose of remaining misc. properties</li> <li>Complete the sale of Dearborn/Hiwatha properties</li> </ul>	<ul style="list-style-type: none"> <li>Complete negotiated sale of three I-90 houses to CADA, and authorizing legislation for Council.</li> <li>Complete negotiations of terms of sale of Parcel 17 South to HRG, and authorizing legislation for Council.</li> <li>Conduct RFP for two vacant properties.</li> <li>Assist OED and FFD in negotiating lease for Parcel 47.</li> <li>Complete negotiated sale of Fremont site to CHHIP, and prepare authorizing legislation for Council.</li> <li>Conduct RFP for Sand Point and Olympic substations.</li> <li>Continue outreach on nine more City Light properties.</li> <li>Negotiate terms of sale of Parcel 39 and 6<sup>th</sup> &amp; Yesler sites, or conduct another RFP process.</li> <li>Monitor agreements on Parcel 2 and 4. Conduct a new RFP process if developers cannot meet closing deadline.</li> </ul>	<b>0.40</b>
<b>Transit-Oriented Development</b> <ul style="list-style-type: none"> <li>Ensure mixed-use and residential development opportunities are preserved and enhanced in light rail station areas.</li> </ul>	<ul style="list-style-type: none"> <li>Provide input to planners and implementation team.</li> <li>Coordinate with King County and transit agency to ensure housing is accommodated in the planning and property acquisition process.</li> <li>Develop financing and incentives package for marketing transit-oriented development opportunities to developers</li> </ul>	<b>0.15</b>
<b>Employer-Assisted Housing</b> <ul style="list-style-type: none"> <li>Implement a coordinated marketing plan with HomeStreet Bank; identify three new employers and employee groups to proceed with marketing.</li> <li>Create a teacher-housing plan for the Seattle school district.</li> <li>Administer the Hometown Home Loan Program; sign agreements with two new employers in 2003.</li> </ul>	<ul style="list-style-type: none"> <li>Identify major employers in Seattle.</li> <li>Create a marketing plan for the Hometown Home Loan and Location Efficient Mortgage programs.</li> <li>Develop marketing/outreach plan with HomeStreet Bank. Coordinate with the union on outreach to downtown workers and nurses.</li> <li>Identify existing rental and homeownership programs, and review the potential to create new assistance programs.</li> <li>Develop a housing programs marketing plan for the school district and the teacher's union</li> <li>Work with HomeStreet Bank to coordinate activity.</li> </ul>	<b>0.15</b>



**APPENDIX 2**  
**OFFICE OF HOUSING STRATEGIC PLANNING/RESOURCE AND PROGRAM DEVELOPMENT LINE OF BUSINESS**  
**RISK MATRIX**

	RISKS AND PRIORITIES						RESOURCE REQUIREMENTS		
Projects	Legislative Mandate	Levy- Related	Funding Source Mandate	Impact on Housing Stake- holders	Housing Program or Operations Enhancement	Resource Development Opportunities	Office of Housing FTE Required	One-Time, Cyclical, or Ongoing <sup>1</sup> Project	Consultants Could Help Achieve Outcomes
<b>A. Direct Division Activity</b>									
1. Leadership and supervision: complete all outcomes; complete staff performance evaluations	XX	XX	XX	XX	XX	XX	.45	Ongoing	
2. Direct City legislative activity: ensure protocols are met; ensure Council requests are fully addressed	XX	XX	XX	XX	XX	XX	.10	Ongoing	
3. Strategic planning: policy development; complete NHOP Program section of the Levy A&F Plan	XX	XX	XX	XX	XX	XX	.25	Ongoing	
4. Resource/program development: create new leveraging resources and two new programs in 2003		XX		XX	XX	XX	.20	Ongoing	
<b>B. R&amp;PD: Homeownership</b>									
1. Homeownership section of A&F Plan	O #120823	XX	XX	XX	XX	XX	.25	One-time w/follow-up	XX
2. Complete HomeSight agreements		XX	XX	XX	XX	XX	.10	One-time w/follow-up	
3. Predatory lending		XX		XX		XX	.15	Ongoing	
4. Grow the homeownership program:								Ongoing	
Opportunities for buyers: private development;		XX		XX	XX	XX	.05		
Opportunities for buyers: HOPE 6 units		XX		XX	XX	XX	.05		
New programs with WSHFC and lenders		XX		XX	XX	XX	.30		

<sup>1</sup> Assumes Strategic Planning/Resource and Program Development unit would be responsible for ongoing project assignments and project follow-up.

	RISKS AND PRIORITIES						RESOURCE REQUIREMENTS		
Projects	Legislative Mandate	Levy- Related	Funding Source Mandate	Impact on Housing Stake- holders	Housing Program or Operations Enhancement	Resource Development Opportunities	Office of Housing FTE Required	One-Time, Cyclical, or Ongoing <sup>1</sup> Project	Consultants Could Help Achieve Outcomes
5. Track State legislation		XX		XX	XX	XX	.10	Ongoing	
<b>C. R&amp;PD: Incentive Programs</b>									
1. Multifamily Tax Exemption (MFTE) policy and program development	O #119237	XX	XX	XX	XX	XX	.20	Ongoing	
2. MFTE project administration	O #119237		XX	XX		XX	.20	Ongoing	
3. TDR/Bonus Phase 1 follow-up	R #30382 R #30383	XX	XX	XX	XX	XX	.10	One-time w/follow-up	
4. TDR/Bonus Phase 2		XX	XX	XX	XX	XX	.10	One-time w/follow-up	
5. TDR/Bonus Project activity	Land Use C		XX	XX		XX	.05	Ongoing	
6. TDR/Bonus First Hill				XX	XX	XX	.05	One-time w/follow-up	
7. Center City follow-up	R #30349			XX	XX	XX	.10	One-time w/follow-up	
8. New program development: Credit Enhancement		XX				XX	.10	Ongoing	
Homebuyer lease/purchase	R #30481	XX				XX	.10		
<b>D. R&amp;PD: Comm. Dev. Targeting</b>									
1. Target economically distressed areas:									
Mapping boundaries	XX	XX		XX	XX		.10	One-time w/follow-up	
Surveying options to increase targeting		XX			XX	XX	.10	Ongoing	
Pursuing housing strategies in business district revitalization and other targeted areas		XX			XX	XX	.25	Ongoing	
Anti-displacement strategies – Central		XX			XX		.05	Ongoing	
Strategies in Southeast: Community Development Fund		XX		XX		XX	.05	Ongoing	
2. Special Objective Area review	XX			XX	XX		.20	One-time w/follow-up	XX
3. SHA HOPE 6 support	XX		XX				.05	Ongoing	

	RISKS AND PRIORITIES						RESOURCE REQUIREMENTS		
Projects	Legislative Mandate	Levy- Related	Funding Source Mandate	Impact on Housing Stake- holders	Housing Program or Operations Enhancement	Resource Development Opportunities	Office of Housing FTE Required	One-Time, Cyclical, or Ongoing <sup>1</sup> Project	Consultants Could Help Achieve Outcomes
4. Program Development:								Ongoing	
Explore new market tax credit		XX				XX	.05		
Explore FHLB CIP program		XX				XX	.05		
Latecomers Ordinance for Noji				XX	XX	XX	.10		
<b>E. Strategic Planning</b>									
1. Con Plan: 2003 Housing Element		XX	XX	XX		XX	.05	Ongoing	
2. Con Plan: 2004 Housing Element		XX	XX	XX	XX	XX	.20	Ongoing	XX
3. Complete CAPERS;			XX				.15	Ongoing	
50 Con Plan consistency letters;		XX	XX	XX	XX	XX			
2003 Update dispersion database;	Con Plan	XX	XX	XX					
County Benchmark Report				XX					
4. 2000 census data review		XX		XX	XX	XX	.20	Cyclical	
5. Data requests				XX			.15	Ongoing	XX
6. HLOC staff support	O #120823	XX	XX	XX	XX	XX	.20	Ongoing	
7. Comprehensive Plan review	XX	XX			XX	XX	.05	Cyclical	
Source: Office of Housing, January 2003.									

**APPENDIX 2 CONTINUED**

**OFFICE OF HOUSING MULTIFAMILY PRODUCTION AND PRESERVATION LINE OF BUSINESS PLANNING AND DEVELOPMENT FUNCTIONS RISK MATRIX**

	RISKS AND PRIORITIES						RESOURCE REQUIREMENTS		
Projects	Legislative Mandate	Levy- Related	Funding Source Mandate	Impact on Housing Stake- holders	Housing Program or Operations Enhancement	Resource Development Opportunities	Office of Housing FTE Required	One-Time, Cyclical, or Ongoing <sup>2</sup> Project	Consultants Could Help Achieve Outcomes
<b>E. Property Disposition; Employer-Assisted Housing; Multifamily Rehab Loan Program</b>									
1. Multifamily Rehabilitation Loan Program:								Ongoing	
Marketing, working with owners;		XX		XX	XX	XX	.25		
Annual status report	XX						.05		
2. Property Disposition:							.40	One-time w/follow-up	
Surplus I-90 parcels (4 parcels);				XX	XX	XX			
Y-A property (2 parcels);				XX	XX	XX			
Seattle City Light surplus property;					XX	XX			
6 <sup>th</sup> and Yesler;				XX	XX	XX			
Dearborn/Hiawatha				XX	XX	XX			
3. Transit-Oriented Development				XX	XX	XX	.15	Ongoing	
4. Employer-Assisted Housing:							.15	Ongoing	
Administer existing program;		XX		XX	XX	XX			
Seattle School District teacher retention housing efforts		XX		XX	XX	XX			
Work with 3 new major employee groups/employers in 2003		XX			XX	XX			
Location Efficient Mortgage marketing		XX				XX			

<sup>2</sup> Assumes Strategic Planning/Resource and Program Development unit would be responsible for ongoing project assignments and project follow-up.

	RISKS AND PRIORITIES						RESOURCE REQUIREMENTS		
Projects	Legislative Mandate	Levy- Related	Funding Source Mandate	Impact on Housing Stake- holders	Housing Program or Operations Enhancement	Resource Development Opportunities	Office of Housing FTE Required	One-Time, Cyclical, or Ongoing <sup>3</sup> Project	Consultants Could Help Achieve Outcomes
<b>G. Sound Families Initiative</b>									
1. Administer NOFA processes:		XX	XX	XX	XX	XX	.50		
Supervise Fall/Spring NOFAs				XX				Cyclical	
Coordinate with Gates Foundation				XX				Ongoing	
Project follow-up				XX				Ongoing	
Coordinate Steering Committee work				XX				Ongoing	
2. Sound Families Outreach Strategy:		XX	XX		XX	XX	.10		
Organize major conference				XX				One-time w/ follow-up	
Provide technical assistance				XX				Ongoing	
Bring in new service and housing partners				XX				Ongoing	
3. Sound Families/Public Housing Authority coordination		XX	XX	XX	XX	XX	.10	Ongoing	
4. Sound Families/DSHS funding coordination		XX	XX	XX	XX	XX	.10	Ongoing	
5. Supportive housing funding		XX	XX	XX	XX	XX	.10	Ongoing	
6. Advise on homelessness issues		XX	XX	XX	XX	XX	.10	Ongoing	
Source: Office of Housing, January 2003.									

<sup>3</sup> Assumes Strategic Planning/Resource and Program Development unit would be responsible for ongoing project assignments and project follow-up.

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## Office of City Auditor's Report Evaluation Form

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**FAX...MAIL...CALL...**  
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Our mission at the Office of City Auditor is to help assist the City in achieving honest, efficient management and full accountability throughout the City government. We service the public interest by providing the Mayor, the City Council and City managers with accurate information, unbiased analysis, and objective recommendations on how best to use public resources in support of the well-being of the citizens of Seattle.

Your feedback helps us do a better job. If you could please take a few minutes to fill out the following information for us, it will help us assess and improve our work.

\* \* \* \* \*

Report: **Office of Housing Staffing Review**

Release Date: February 6, 2003

Please rate the following elements of this report by checking the appropriate box:

	<b>Too Little</b>	<b>Just Right</b>	<b>Too Much</b>
Background Information			
Details			
Length of Report			
Clarity of Writing			
Potential Impact			

Suggestions for our report format: \_\_\_\_\_

\_\_\_\_\_

Suggestions for future studies: \_\_\_\_\_

\_\_\_\_\_

Other comments, thoughts, ideas: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Name (Optional):

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Thanks for taking the time to help us.

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